

RFP for San Francisco District Attorney's Office/Back on Track Initiative

Appendix A  
Application Coversheet

CITY AND COUNTY OF SAN FRANCISCO  
DISTRICT ATTORNEY  
REQUEST FOR PROPOSALS:  
BACK ON TRACK INITIATIVE

Applicant Information

Organization Name: Goodwill Industries of San Francisco, San Mateo and Marin Counties

Address: 1500 Mission Street, San Francisco, CA 94103

Contact Person: Carlos Serrano-Quan

Contact Person's Title: Director of People Services

Telephone: 415.575.2105 Fax: 415.575.2170

E-mail: csquan@sfgoodwill.org

Name of Executive Director: Erin Hirsch, Chief of People Services

Signature of Executive Director: 

Date: September 27, 2010

Date and Time  
Received by SFDA





## STATEMENT OF QUALIFICATIONS

### **Organizational Description**

Goodwill Industries of San Francisco, San Mateo and Marin Counties (Goodwill), founded in 1916, is an autonomous not-for-profit social enterprise dedicated to creating solutions to poverty through workforce creation, social action, and environmental stewardship. Goodwill runs businesses that provide contextual workplace learning for hundreds of individuals with barriers to employment, while generating revenue for the organization. Goodwill's commercial enterprises—including seventeen stores in three counties, a growing online business, and an extensive reuse/recycling operation—support over 85% of the agency's operating budget.

Goodwill invests in individuals with significant barriers to employment, such as homelessness, long-term welfare dependency, a criminal record, history of substance abuse, limited English proficiency, or inadequate education. Goodwill provides vocational training, sector-specific training, and contextual workplace-based learning, so that these individuals can build marketable skills. Ongoing relationships with more than 100 businesses ensure that training programs continue to meet the needs of local employers and that Goodwill maintains its ability to place participants in jobs. In fiscal year 2010, Goodwill provided workforce development services to 4,034 individuals and placed 231 people in jobs with 196 employers.

In October 2008, Goodwill opened a One Stop Career Center with WIA funding from the Office of Economic and Workforce Development. Since then, the agency has become a pillar of the city's workforce development system.

### **Experience and Program Accomplishments**

#### **Current Criminal Justice and Reentry Services**

##### ***Back on Track***

Since the creation of the initiative in 2005, Goodwill has partnered with the District Attorney's Office and the Courts to deliver the Back on Track initiative. Participants are referred to Goodwill through the Superior Court with agreement from the District Attorney's Office. During the twelve-month program, Goodwill provides participants with case management, career advising, job readiness training, and work experience or education placements. The agency is able to leverage its extensive network of service partners to provide referrals for supportive and other services. Over a two-year period, Back on Track has reduced recidivism among its graduates to less than 10 percent. In comparison, 53 percent of California's drug offenders return to prison or jail within two years of release.

##### ***Ex-Offender Navigator***

Since July 2009, Goodwill has delivered the Ex-Offender Navigator program through its One Stop Career Link Center. The program provides individuals with a criminal record with customized services to help them engage with and navigate the potentially daunting workforce development system. These services include career advising and case management; customized

job-readiness training; and referrals to job training, education programs, and/or supportive services, as needed. The Navigator program fully leverages the resources of Goodwill's One Stop Center on behalf of its participants and acts as a resource to all six San Francisco One Stops as well. In its first complete year of operation, the Ex-Offender Navigator program has served 235 participants and secured unsubsidized employment for 50 of them.

#### Programs Serving Young Adults Ages 18 to 30

In addition to Back On Track, Goodwill also serves young adults through RAMP-SF, a collaborative program that creates lasting change in the lives of at-risk young adults ages 18 to 24. Launched in March 2009, this intensive six-week program provides work-based assessment; intensive job readiness and life skills training; substance abuse counseling; and placement services for education, job training, transitional or permanent employment. Participants also receive case management and retention services for one year. Goodwill is the lead agency and fiscal sponsor of RAMP-SF. Thus far in 2010, the program has enrolled 82 young persons with a completion rate of 63% and a 73% placement rate for completers.

#### **Service Strategies and Interventions**

Service strategies employed by both Back on Track and RAMP-SF, particularly intensive job readiness/life skills training and incentives, have been designed expressly for the population of at-risk young adults and have already been field-tested with them.

#### **Participant Success – A Case Study**

Joseph Estrada graduated from Back on Track in July 2010. While in the program, he completed training with American Health Education, Inc. and obtained his Emergency Medication Technician (EMT) certificate as well as his certification as an ambulance driver. He also volunteered at St. Luke's Hospital and is currently enrolled in a Nursing program at City College. He is well on his way toward achieving his goal of becoming a paramedic. Through Back on Track, Joseph not only found his true calling in life and a career path that offers sustainable wages, he also found people who believed in him and helped him to make the hard choices that turned his life around.

#### **Cultural and Linguistic Competence**

Goodwill's workforce, of which former participants comprise 34%, reflects the experience of the populations the agency serves. Many among the agency's career services staff are bilingual in Spanish, Tagalog, Mandarin, Cantonese, Korean, and Russian.

Of the seven current BOT staff members, four are bi- or multilingual. Languages in which at least one program staff member is proficient include Cantonese, Spanish, French, and Mandarin. All BOT staff members are experienced in the field of criminal justice/reentry, with the senior staff possessing many years of experience.

#### **Fiscal Health**

Goodwill's operating budget for the 2009-2010 fiscal year was \$33.5 million, 85% of which was covered by earned revenue from Goodwill's enterprises. In fiscal year 2009, the most recent year for which audited financials are complete, the auditors presented no findings of concern. The agency has healthy cash reserves.

Stop in the near future. Goodwill is able to leverage the extensive resources of the One Stop system—including training, education, and placement services—on behalf of Back on Track participants.

- Leader in coordinating services within the city's One Stop system. With the assistance of the San Francisco Office of Economic and Workforce Development, Goodwill's One Stop staff developed a set of triage policies and procedures that is now being implemented citywide; Goodwill staff helped train staff at the other One Stops in triage and engaging new customers. Goodwill staff has also trained staff from other One Stop Centers on the use of the Workforce Central case management system and the PESCO assessment tool.
- Member of Workforce Investment San Francisco's Community Advisory Committee.

### PROPOSED SERVICE PLAN

#### Methodology, Tools, and Strategy

##### Intake and Assessment

After orientation, participants complete an intake process, which includes screening for WIA eligibility through the One Stop system. Each participant completes the standard questionnaire Goodwill uses in its One Stops and the pre-DEJ (Deferred Entry of Judgment) checklist. They also receive a number of forms and manuals, including: the Goodwill participant handbook, program agreement form, discharge summary, community service referral form, community service log-in sheets, family income verification form, career services referral form, employment verification form, job placement form (if employed), release of information form (if seeking counseling services or health issues), information on how obtain their rap sheet and mug shot, information on gathering records from past schools, and weekly check-in sheet. As part of the intake process, BOT staff reviews the forms and manuals with participants and provide any other information or resources a particular individual may need.

Participants complete two forms of assessment. The full-time FSA clinician assigned to the program completes a full mental health and substance abuse assessment. Goodwill Assessment Specialists at the One Stop Center administer PESCO International's online assessment, which provides detailed information on basic skills, aptitudes, learning styles, vocational preferences, and more. BOT Career Advisors provide additional assessment, both formal and informal, of barriers to employment.

During the six-week probationary period, participants are required to complete 60 hours of community service; meet with their Career Advisor (case manager) three times per week (twice by phone and once face-to-face); develop a "Personal Responsibility Plan;" attend court hearings and mandatory monthly BOT meetings; complete job readiness training; and determine, with their Career Advisor, what referrals they need to pursue for supportive services, job training, etc. If participants do not comply with any of the terms and conditions of their six-week probationary period, they are not allowed to enter a Deferred Entry of Judgment or enter the program.

##### Strength Based Criminal Justice Case Management

As primary service partner, Goodwill will create a dedicated participant management team—composed of a Goodwill Criminal Justice Specialist/Career Advisor, the FSA clinician, and representatives from the District Attorney's and the Public Defender's Office—to meet weekly

### **Evaluation Reports**

The leading international accrediting organization for human service organizations, CARF (Committee on the Accreditation of Rehabilitation Facilities), completed an evaluation of Goodwill in March 2010 and renewed the agency's CARF accreditation for three years with no reservations. In six areas—leadership, strategic planning, stakeholder input, financial planning, service practices in Bayview Hope Transportation Academy and in IC3 computer training—the evaluators awarded Goodwill the highest rating of “exemplary.”

With funding from the JEHT and Rosenberg Foundations, the RAND Corporation has begun a multi-year evaluation of the Back on Track program. RAND is still in the process of collecting data and has not yet released its evaluation report.

### **Unique Organizational and Programmatic Strengths**

Thanks to its long history of service to deeply disadvantaged communities, its experience in delivering the Back on Track initiative for more than four years, and its core position in the local workforce development system, Goodwill is uniquely qualified for the role of primary service partner for Back on Track.

#### Established infrastructure for program delivery

Over the course of the past five years, Goodwill has created and refined systems and partnerships for delivery of a highly effective program. These include:

- Network of 22 social service agencies where Goodwill can place BOT participants for restorative justice community service.
- MOU in place with 5 Keys Charter for provision of a high school diploma/GED education program.
- Service partnership in place with Family Service Agency (FSA) for mental health assessments, anger management training, and mental health/substance abuse treatment.

#### Agency connections to the local network of reentry service providers

Through its work with both Back on Track and the Reentry Navigator programs, Goodwill has become integrated into San Francisco's reentry network. These connections include:

- Established partnerships with Cornell Corrections, San Francisco Department of Child Support, NoVa, San Francisco Adult Probation, San Francisco Sheriffs Department, San Francisco Police Department, Resolve to Stop the Violence program, and Clean Slate.
- Membership in the San Francisco Reentry Council's Subcommittee on Self-Sufficiency of Currently & Formerly Incarcerated Individuals.
- Membership in the San Francisco Probation Department's Community Corrections Partnership, which is tasked with implementing evidence-based practices proven to reduce crime.

#### Connections to the workforce development system

Since opening its first One Stop nearly two years ago, Goodwill has developed into a cornerstone of San Francisco's workforce development system:

- One Stop operator for two of the city's six One Stop Career Link Centers (South of Market and Western Addition) and will begin operating the Bayview Hunter's Point One

for case reviews and ongoing program evaluation. This new team will bring BOT case management to a new level, allowing program staff to fully leverage the resources available on behalf of all participants.

Participants are assigned to a Criminal Justice Specialist/Career Advisor, who works closely with them to stabilize their lives, remove barriers to employment, and reduce the risk of recidivism. BOT staff are trained in motivational interviewing, a directive, client-centered counseling style for eliciting behavior change by helping clients to explore and resolve ambivalence. Using active listening techniques in face-to-face motivational interviews, Career Advisors help participants to identify their functional strengths as well as to identify and acknowledge their barriers. The BOT one-page Job Readiness Assessment form is used as a tool to establish rapport and to begin identifying career goals.

With the help of a Career Advisor, each participant completes a Personal Responsibility Plan, which incorporates assessment results; determines an employment goal; identifies barriers to employment; lays out a sequence of activities (such as pre-vocational training, education, or supportive services) that will move the participant toward his/her goal; and establishes benchmarks by which progress can be measured.

BOT Career Advisors conduct face-to-face meetings with each participant at least once a week and check in by phone a minimum of two times per week. They also provide counseling and crisis intervention services as needed, refer participants to supportive services, and provide direct referrals to training and education programs.

FSA, which details one clinical FTE to BOT, provides mental health and substance abuse treatment. All program participants receive a full mental health and substance abuse assessment. Historically, a large number of participants suffer from previously undiagnosed and untreated traumatic stress; many suffer from depression, often masked by substance abuse; and a small number suffer from psychosis. Participants with a diagnosed mental health or substance abuse disorder receive weekly outpatient treatment from the Masters-level clinician.

#### Restorative Justice/Community Service Placement Activities

Goodwill has MOUs in place with 22 social service agencies and other nonprofit organizations where BOT participants complete their required hours of community service. Career Advisors communicate closely with on-site supervisors to monitor participants' engagement and to support both supervisor and participant in a successful work experience.

#### Information and Referral System

Through the Goodwill One Stops, BOT staff has access to a wide network of service partners with which clients can connect for supportive services, training programs, education, and more.

In addition, Goodwill has established MOUs for direct referrals from BOT staff, particularly with agencies that serve Alameda and Contra Costa counties, where the majority of BOT participants lives. The list of BOT partners is as follows:

- 5 Keys Charter for General Education Diploma (GED) or high school diploma courses
- City College of San Francisco for services for disabled students and the Green Launch Pad Academy Training

- Prepaid Affordable College Tuition (PACT) for college guidance
- Clean Slate for support with sealing participants' records
- Casa De Las Madres for domestic violence support
- Compass for stress management and parenting classes
- Homeless Prenatal for support of homeless mothers
- MatchBridge for job placement
- Digital Connectors for technical training
- Year Up for technical training and internship
- New American Media for paid technology internship
- Dress for Success for interview support and wardrobe
- Oakland PIC for WIA certification and services for East Bay residents
- Oakland Re-entry for resource meetings in Oakland
- Rubicon for job search support for Richmond residents
- Opportunity Junction for employment training and job search support for Antioch residents.

#### Incentive System

Goodwill's uses public recognition for rewarding participants who are doing well in the program and encouraging everyone to keep working hard. The Participant of the Month program celebrates one participant at a time, bestowing a gift card and certificate at one of the BOT monthly meetings and featuring the individual in an article in the agency's in-house newsletter.

Participants who do well are also rewarded with a decrease in the frequency of their court appearances and mandatory check-in meetings with their Career Advisor.

Graduation is the most powerful incentive. The ceremony is a significant and well-attended event in and of itself, an occasion for family and friends to share in the public recognition of a life redeemed. In addition, each graduate exits with a portfolio that includes the tools that will help him/her to continue to succeed: a résumé, cover letter, certificate of community service, updated personal budget, and more.

#### Graduated Sanctions System

Goodwill's Back on Track staff has developed a system of increasingly severe sanctions for participants who are out of compliance with program rules or the terms of their Personal Responsibility Plans. Whenever possible, sanctions are framed as an opportunity for self-reflection and course correction. This system is clearly articulated and frequently reviewed with program participants.

The matrix of program sanctions is divided into eight categories: 1) community service, 2) educational, 3) employment services, 4) parenting/family, 5) housing, 6) legal, 7) checking in as required, 8) missing court and overall compliance. For each category, the matrix identifies a series of increasingly severe sanctions for noncompliance. The series for most categories begins with a written warning and progresses through more frequent appearances in court to termination from the program.



### Data Tracking and Reporting

Goodwill has two complementary systems to collect, enter, track, measure, and analyze data. The first is the MetSYS case management online database that is used throughout the entire case management service flow. Goodwill recently implemented an upgrade to its MetSYS system. The upgraded system is web-based, has an enhanced user interface, increased security, and increased customizability to accommodate program changes (adding fields, etc). It also has a powerful built-in reporting tool that all users can utilize.

The second is a hard-copy system that traps the Monthly Master List and monthly reports. Goodwill, as a CARF-accredited agency, is competent in the management of highly confidential information. The agency is also highly experienced at generating timely and accurate reports. Each participant's hard-copy file includes: signed release forms; scorecard; referral and intake forms; check-in slips that document program participation; Personal Responsibility Plan and related draft documents; job-readiness documents such as placement and job training forms, job readiness assessment forms, proof of attendance at One Stop workshops, proof of job search, etc.; master application and résumé; paystubs, work schedule, and EDD information; copy of all assessment results; case notes; copies of court reports; and documents related to restorative justice such a referrals to community service and proof of community service hours worked; educational documents such as transcripts, progress reports, and proof of GED or high school diploma; mental health/substance abuse assessments, treatment plans, and related forms; and copies of miscellaneous documents such as mug shots, rap sheets, DMV printouts, ID, SS card, birth certificate, childcare plan, proof of parenting class completion, lease agreement, etc.

### **Team Qualifications**

Please see the pages following for:

- Organizational Chart for Back on Track
- List of key staff positions with succinct descriptions
- Résumés of current staff:
  - Carlos Serrano-Quan, Director of People Services (Criminal Justice and Community Reentry)
  - Joanna Hernandez, Manager of Criminal Justice and Community Reentry
  - Dario Sanchez, Criminal Justice Specialist/Career Advisor
  - Sonia Worley, Criminal Justice Specialist/Career Advisor
  - Marie-Claire Balea, Criminal Justice Specialist/Career Advisor
  - Isabel Perez, Criminal Justice Specialist/Career Advisor
  - Rosalinda de la Rosa, Employment Specialist
  - Tasheena Fullilove, Administrative Assistant

### Staff Evaluation Protocols

All staff members undergo an annual performance appraisal with their supervisors. Each individual employee is required to maintain a personal strategic plan with professional goals and activities. Each employee has a minimum of two coaching sessions per month with his/her manager in which they review the plan and progress made.

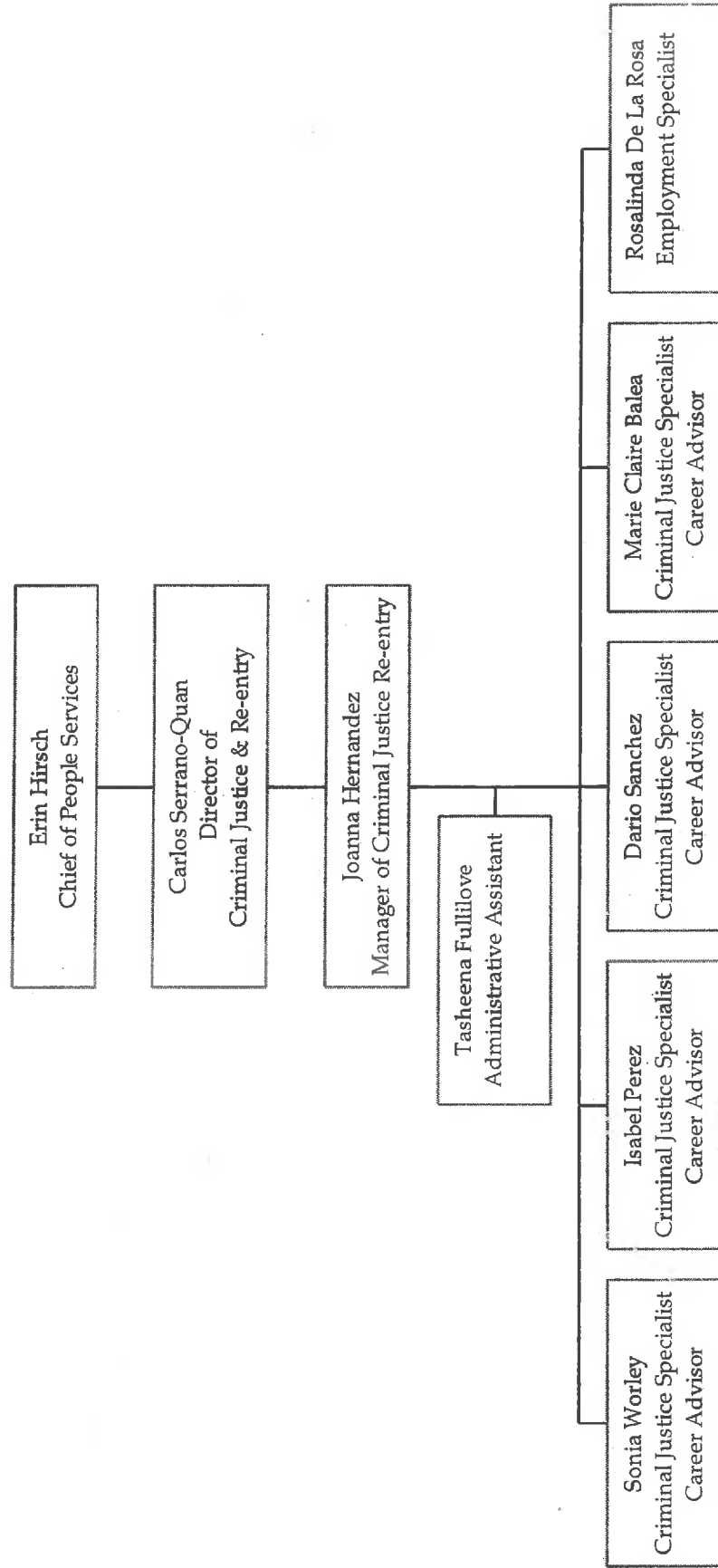
Goodwill's Back on Track staff is not only trained in criminal justice case management, they are also skilled in the workforce development arena. The agency is continually making new training opportunities available to employees; for instance, a new web-based learning management system, Cornerstone on Demand, has been successfully piloted and will be rolled out this year for all employees. Also in this year, all Back on Track staff will complete a 40-hour Domestic Violence Certification training with Casa de las Madres.

**Existing Collaborative Relationships**

Goodwill has established relationships with the partners in the Back on Track initiative, including the District Attorney's Office, the Public Defender's Office, the San Francisco Police Department, et al. In addition, Goodwill has strong relationships with the entire workforce development system, including a robust network of training and education providers to whom BOT staff can refer participants directly.

# Criminal Justice & Re-entry Organization Chart

2010



**LIST OF ATTACHMENTS**

**Organization Chart**————

**List of Key Staff**

**Resumes**

**Proof of 501c3 status**

**Back on Track Program Budget**

### **Goodwill Team – Back on Track – Key Positions and Objectives**

**Carlos Serrano-Quan, Director of People Services (Criminal Justice and Community Reentry)**

Mr. Serrano-Quan has overall responsibility and direction of criminal justice initiatives and services to Back on Track participants. He is responsible for oversight of the program, fiscal oversight, manages key partnerships, ensures accountability to funding sources, and long-term sustainability of the program

**Joanna Hernandez, Manager of Criminal Justice & Community Reentry**

Joanna manages the day-to-day operations of Back on Track including the provision of services through internal resources and community partnerships. In addition to court coordination, ensuring case management and career services delivery, she manages the core staff of Criminal Justice Specialist/Career Advisors on Goodwill's Back on Track team.

**Dario Sanchez, Criminal Justice Specialist/Career Advisor**

The Criminal Justice Specialist/Career Advisor's primary responsibility is to assist participants with their career development and stabilize their lives by addressing their employment barriers thereby reducing recidivism. A key strategy is utilizing the personal responsibility plan to assist the BOT participant in achieving long-term self-sufficiency.

**Sonia Worley, Criminal Justice Specialist/Career Advisor**

The Criminal Justice Specialist/Career Advisor's primary responsibility is to assist participants with their career development and stabilize their lives by addressing their employment barriers thereby reducing recidivism. A key strategy is utilizing the personal responsibility plan to assist the BOT participant in achieving long-term self-sufficiency.

**Marie-Claire Balea, Criminal Justice Specialist/Career Advisor (interim)**

The Criminal Justice Specialist/Career Advisor's primary responsibility is to assist participants with their career development and stabilize their lives by addressing their employment barriers thereby reducing recidivism. A key strategy is utilizing the personal responsibility plan to assist the BOT participant in achieving long-term self-sufficiency.

**Isabel Perez, Criminal Justice Specialist/Career Advisor**

The Criminal Justice Specialist/Career Advisor's primary responsibility is to assist participants with their career development and stabilize their lives by addressing their employment barriers thereby reducing recidivism. A key strategy is utilizing the personal responsibility plan to assist the BOT participant in achieving long-term self-sufficiency.

**Rosalinda de la Rosa, Employment Specialist**

The Employment Specialist's primary responsibility is to assess participants' educational and employment skills and prepare them to become work-ready. The employment specialist utilizes both internal/external resources such as Goodwill's One-Stop, the RAMP program, Train Green SF, and external resources such as, other various East Bay workforce development resources to achieve their educational, job training, and employment goals.

**Carlos Serrano-Quan, M.S.W.**

San Francisco, CA 94102

Email:

***Professional Experience including Program Director and Management***

Since 2007

**Director of People Services**

*Goodwill Industries*

- Responsible for the oversight and strategic direction of Goodwill Industries' workforce development services for hard-to-employ populations including disabled, welfare-to-work, transitional jobs, reentry services (Back on Track), and coaching & learning for staff and participants. Managed 30 staff members, 3 direct reports, and over 300 participants.
- Responsible for designing a continuum of services, including partnerships with public agencies and community based service providers, that adequately address the needs of potential participants and employees involved in or reentering the community from the criminal justice system
- Ensure compliance of contracts with City, State, and Federal funding sources
- Responsible for the development and integration of a plan of action to position Goodwill locally and nationally as a model of best practice in workforce development and criminal justice and reentry programming.

2004 – 2005

**Senior Market Director**

*American Diabetes Association*

- Responsible for the overall management of ADA's signature programs in the Northern California/Western Division Market
- Initiated the Asian American Programs initiative & National Task Force
- Fundraising support for all of ADA's products and services
- Manage program staff and oversight of all ethnic programming including, Latino, African American, and Asian American programs

2000 – 2003

**Executive Director**

*Community Youth Center, San Francisco*

- Developed strategic operating, fundraising, and marketing plans to execute organizational goals.
- Responsible for the organization's consistent achievement of its mission and financial objectives.
- Increased the organizational budget from \$800,000 to \$1.6 million in two years (established primarily through corporate sponsorship, corporate foundations, private foundations, and individual giving)
- Designed strategic and tactical plan for organizational restructuring and turnaround
- Created new opportunities and partnerships with foundations and corporations serving global interests such as, Intel Corporation, Merrill Lynch, W.K. Kellogg Foundation, Metlife Foundation, Macromedia, and others

1998-2000

**Child Welfare Worker**

*S.F. Department of Human Services*

- Investigated allegations of child abuse and neglect
- Prepared investigative reports and testified at court hearings
- Managed a caseload of children in long-term placement

***Educational & Community Achievements***

**1994–1998      San Francisco State University**

- M.S.W., Master of Social Work in Administration & Planning (Graduated with Highest Honors)
- B.A. Psychology (Graduate with Highest Honors)

**1992 – 1994      City College of San Francisco**

- A.A. Graduate (Highest Honors Graduate)

**Languages:** Proficient in Cantonese, and conversant in Mandarin, Spanish, and Korean

**Publication:** Gambling and Asian Gangs, Social Work Perspectives 2000

**Community:**

- **Citizen's Advisory Committee** – Department of Children, Youth, and Their Families S.F.
- **Vice President of the Board of Directors** – Chinese Newcomers Services Center
- **Fundraising** – Self-Help for the Elderly, Chinese Newcomers Services Center
- **Strategic Planning** - Organizational Development, Proposal Development, Executive Coaching and Coalition Building – Various nonprofits
- **Voter education and political campaigns** – Representing public benefit organizations in advocacy and lobbying in Washington D.C. and Sacramento
- **Mentoring and Organized sports coaching** – Individuals and youth and adult groups
- **Policy Development** – Advisory Council Member to the S.F. Department on Aging and Adult Services
- **Public Speaking** – Throughout the nation on workforce development, crime prevention, and youth development topics
- **Dragon Foundation** – U.S. Delegate to the Dragon Foundation in Hong Kong and Beijing (Globalization & Economic Development)

Joanna Hernandez

San Francisco, CA 94112

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**Objective: Criminal Justice Manager**

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**Summary of Qualifications**

- Over eight years experience providing comprehensive services for pre and post clients in the criminal justice system
  - Developed and managed various programs and budgets for at risk youth adults
  - Extensive knowledge of community resources, which assist in client barrier remediation
  - Facilitated various workshop for both K12 and other at risk adults
  - Bilingual in both English and Spanish
  - Software Programs: MS Word, Excel, PowerPoint, CMS and Metsys client management system
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**Professional Experience**

2006 – Present

**Goodwill Industries**

**Criminal Justice Manager**

San Francisco, CA

- Provided day-to-day operations and overall supervision for the Back on Track program
- Coordinate client intakes and assessments with District Attorney, Public Defenders and Superior court Judges
- Submit biweekly evaluations and progress reports documenting client progress to Superior Court
- Conduct client case development conferences between clients, Goodwill Staff members and external programs
- Provide case management and barrier remediation for clients needing additional services
- Incorporate counseling and crises interventions as needed into client treatment plan
- Submitted and approved monthly reports, program narratives and managed on-going master list
- Responsible for the Women's Reentry Program, and other Goodwill's reentry initiatives, specializing in workforce development and personal transformation
- Managed a case of 30 clients on a monthly basis

2001 – 2006

**Mission Neighborhood Centers**

**Intervention Service Director**

San Francisco, CA

- Developed and facilitated Young Queens weekly support group for young girls
- Presented to various outside groups various topics concerning factors facing at risk youth
- Responsible for running center operation in absence of agency Director
- Responsible for supervision of staff
- Submitted and approved monthly reports, program narratives and managed on-going master lists for two programs
- Assisted in organizing two Gang Conferences for the San Francisco Frontline Gang Symposium
- Oversaw two program budgets totaling 150,000
- Conducted Friday night outreach to high risk youth and created strategies to help manage crisis situations in neighborhoods

**Mission Neighborhood Center**

**Home Detention Caseworker**

San Francisco, CA

- Conducted initial intake and assessment of the client and parent.
- Developed individual services plan for youth
- Monitored the conditions of the Home Detention Program by documenting and reporting clients' response to



the terms of probation to case carrying Probation Officer and the Juvenile Courts

- Submitted court summary reports in a timely manner
- Monitored clients and family with weekly home visits, daily curfew checks, face to face contacts, and school/work visits (once a week).
- Monitored services that clients were referred to (community services sites)
- Monitor clients curfew by phone daily

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**Education**

City College of San Francisco

General Studies

San Francisco, CA

**Dario Alberto Sanchez Jr., M.A.**

**EDUCATION**

**John Jay College of Criminal Justice, New York, NY**

Graduated

May 2008

**Master of Arts, Criminal Justice**

Alpha Phi Sigma: National Criminal Justice Honor Society

**San Francisco State University, San Francisco, CA**

Graduated May

2004

**Bachelors of Arts, Psychology**

Dean's Honor List

**Skyline College, San Bruno, CA**

**RELEVANT WORK EXPERIENCE**

**Goodwill Industries, San Francisco, CA**

**Back on Track Program**

**Criminal Justice Specialist**

January 2010-

Current

- Conduct assessments, provide short/long term supportive and/or crisis counseling, develop treatment plans/recommendations, and connect clients who have psychiatric and substance abuse issues to appropriate treatment services.
- Provide oral representation, updates, and advocacy for individuals in Criminal Court
- Interview clients and family members. Confer with other agencies and individuals involved in the case.
- Refer clients to appropriate service providers, including substance abuse, mental health, and educational/vocational programs, and community service programs.
- Consistently enhancing ability to navigate the complex social service systems; such as mental health, housing, substance abuse, and criminal justice.
- Monitor clients' progress in their treatment programs.

**The Legal Aid Society, New York, NY**

**Criminal Defense Practice**

**Criminal Defense Investigator**

June 2007-December

2009

- Worked autonomously and as part of an interdisciplinary team Investigating criminal incidents referred by attorneys.
- Interviewed witnesses, clients, co-defendants, and complainants regarding criminal incidents. Interviews followed the guidelines of investigator protocol and ethics, as well as applicable federal and state laws.
- Communicated information to attorneys verbally and through comprehensive written reports.
- Verified the validity of incident reports filed by arresting police officers.
- Certified and served subpoenas to individuals and businesses throughout various New York City neighborhoods.
- Photographed and measured crime scenes and other necessary locations pertaining to specific cases.
- Testified in Criminal and Supreme Courts.

**Office of the Bronx District Attorney, Bronx, NY**

**Paralegal**

February 2007-June

2007

- Prepared case files for the Assistant District Attorneys for trials, hearings, and motions through writing extensive case notes and collecting all pertinent paperwork for specific cases.
- Requested police reports, 911 phone call transcripts, DWI videotapes and ordered arrest and complaint

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reports for the New York Police Department as well as secured the cooperation and facilitated the appearance of New York City police officers for trials.

- Generated subpoenas and gathered and organized sensitive discovery material packages.
- Located complaining witnesses and scheduled appointments for them.
- Wrote and filed supporting deposition and statement notices.

**Department of Homeland Security, San Francisco, CA**  
**Customs and Border Protection**  
**Entry Specialist**

*August 2005-August*

**2006**

- Verified and cleared commodity entries into the United States from foreign countries.
- Handled sensitive and secure entry paperwork from foreign governments and diplomats.
- Confirmed claims and discrepancies in tax payments and refunded or denied protests.
- Investigated and tagged importers who were flagged as "high risk" for bringing illegal items into the United States.

**Department of Homeland Security, San Francisco, CA**  
**Customs and Border Protection**  
**Customs and Border Protection Co-op Officer**

*September 2002-August*

**2005**

- Verified immigration status of individuals entering the United States through passport clearance, personal interviews, and using the TECS II system and other computer programs used for the purpose of investigating individuals.
- Determined whether individuals and/or baggage were in need of further inspection.
- Conducted baggage examinations and personal searches for the purpose of locating any illegal or prohibited items. Seized any illegal items and imposed appropriate penalties.
- Assisted passengers in filling out Customs and other governmental forms as well as prepared appropriate paperwork for duty payment if necessary.

**Research In Special Education Institute, San Francisco, CA**  
**Mentor/Tutor**

*December 1999-September*

**2002**

- Served as a teacher's aid for mentally and physically disabled children.
- Assisted with the classroom curriculum and behavior monitoring.
- Aided in developing the structure of the after school program and led social building activities in the classroom.
- Tutored children and mediated altercations between them.
- Prepared comprehensive, daily progress reports for the purpose of updating staff and family members of any important incidents.

**PROFESSIONAL SKILLS**

Fluent in Spanish.

Familiar with MS Windows, Internet Explorer, MS Word, Excel, MS Outlook, and PowerPoint.

Trained in CPR, AED, and First Aid Training

**Personal Qualities:**

- ❖  
Cooperative
- ❖  
Patient
- ❖  
Efficient
- ❖  
Friendly
- ❖  
Professional

**EDUCATION**

CCSF-Certification from Administration  
Justice Department  
Certification of Dental X-Ray  
Technician by the University of  
Pacific  
Balboa High School

**ENDORSEMENT**

Sonia is an incredibly responsible and mature woman. Dynamic style and enthusiasm...Extremely self-motivated...Naturally a hard worker...Poise and warm attitude keeps him approachable... Sonia is a very driven and ambitious person with an organized and methodical approach.

Valentina Sedeno  
Precita Valley Director

Sonia Worley

San Francisco, CA 94114

**KNOWLEDGE & SKILLS:**

- Bilingual in Spanish
- Extensive customer and clients services
- Data entry / computer literate
- Team Building skills
- Excellent communication skills
- Detail oriented, excellent organization skills
- Development of services plans for company and staff

**PROFESSIONAL EXPERIENCE**

**June 2009- Present**

**Goodwill Industries / Criminal Justice Specialist**

- Responsible for providing case management services to drug offenders who are facing a first time felony conviction in their record.
- Identify, create a plan and provide services that would lead participant to permanent employment, housing, child-care and /or other areas.
- Responsible for a case load of up to 30 participants at any given time.
- Responsible for writing case note on all interactions with participants
- Responsible for submitting monthly reports and master list of all participants

**July 2007 – June 2009**

**Mission Neighborhood Center /Intervention Services Director**

- Responsible for over seeing two San Francisco Juvenile Probation Department contracts, Home Detention Program and the Young Queens on the Rise Program
- Work closely with the San Francisco Juvenile Probation Department as the agency liaison.
- Attend all JPD hearing and initiatives to advocate and discuss alternatives for incarceration of youth
- Responsible for creating both programs' budgets and monthly contract reports

**Feb. 2006- June 2007 Mission Neighborhood Center / Home Detention Program Supervisor**

- Responsible for over seeing the San Francisco Juvenile Home Detention Program contract of up to 50 minors at a time.
- Attend all Juvenile Probation Department meetings
- Submit weekly reports to Juvenile Probation Department, Public Defenders office, District Attorneys office as well to all Judges
- Responsible for monthly reports, program narratives, and on going masters lists.
- Supervised a staff of five case workers
- Carry a case load of ten plus youth.

**Jan. 2004 – January 2006 Mission Neighborhood Center / Senior Case Worker Home Detention Program**

- Supervise and carry a case load of ten youth immediately upon release from Juvenile Hall while awaiting adjudication.
- Conducted daily telephone contact
- Monitored academic progress by conducting weekly meetings at schools
- Weekly meetings with the San Francisco Probation Department
- Attended all court hearings
- Responsible for submitting weekly progress reports to Probation Officers. Judges and commissioners
- Ensured no violations during terms of pretrial probation period

**Jan. 2003- Dec. 2003 Mission Neighborhood Center / Case Manager Youth & Family Advocate Program**

- Identify and assess needs of youth detained at Juvenile Hall or on Probation
- Arrange intervention to emphasize referrals to community based services
- School enrollment along with job placement assistance
- Conducted home and school visits as well attended court appearances
- Co-Facilitate a weekly all girl support group

**COMMUNITY LEADERSHIP****Volunteer work:**

- Calles Program for Mission Neighborhood Centers for high risk youth and outreach program. Preparation for the yearly San Francisco Carnaval Event

# MARIE-CLAIRE BALEA

E-mail: [REDACTED]

## WORK EXPERIENCE:

**Goodwill Industries/San Francisco District Attorney's Office**  
*Criminal Justice Specialist*

**July 2010 – Current**

Responsible for providing intensive case management, employment counseling and intervention services to clients and employees; writing evaluation and progress reports; and making appropriate referrals for external services. Conducted screening and intake interviews with potential participants. Wrote evaluation and progress reports documented participant progress, and maintained appropriate documentation in vocational case files. Provided counseling and crisis intervention services to program participants.

**National Conflict Resolution Center (NCRC)**  
*Front Office Coordinator/Administrative Assistant/Mediator*

**January 2009 – June 2009**

Served as the front office coordinator and administrative assistant to the San Diego Divorce Mediation Program. Responsibilities included: intensive case management, drafting word and legal documents, reception, intake, data entry, reports, scheduling, and calendaring appointments. Supervised 5 interns and coordinated mediator activities. Worked on requested special projects, such as business licensing and creating a newsletter for the community. Maintained mediation rooms and office organization.

**San Diego Mediation Center (SDMC)**  
*Mediator*

**June 2008 – December 2008**

Worked closely with neighborhoods and communities to find and resolve disputes at the local level. Responsible for handling contact by telephone and in person with disputants under emotional duress, while remaining calm and non-reactive. Handled files and cases in an organized and professional manner. Maintained confidentiality of NCRC clients, cases, and court ordered mediations. Acquired knowledge and training regarding benefits of alternative resolution options and case management strategies.

**Office of United States Senator Dianne Feinstein**  
*Intern*

**May – June 2007**

Acquired experience working in a United States Senate field and case office, providing assistance and services to constituents of California. Responsible for advancing the staff in addressing constituent needs. Held accountable for drafting constituent letters, handling constituent phone calls and requests, attending community meetings, assisting with news media documentation and conducting research for press projects.

## EDUCATION:

**San Diego State University**  
*Major: International Security and Conflict Resolution*  
*Minor: Spanish*

**Bachelor of Arts, 2008**

**Universidad de Aut6noma Barcelona, Spain**  
*International Studies and Spanish language, Semester Abroad*

**Fall 2006**

## CERTIFICATIONS:

**The Texas A&M University in Cooperation with the Department of Homeland Security**  
*Enhanced Threat and Risk Assessment*

**2008**

**National Conflict Resolution Center**  
*Introductory Mediation Skills*

**2008**

## SKILLS:

PC and Macintosh proficient; Keyboard: 50 words per minute; Microsoft Office. Exceptional attention to detail; strong written and verbal communication time management and organizational skills; ability to prioritize and multi-task.

## FOREIGN LANUAGES:

**Spanish, proficient.**  
**French, conversational.**

**REFERENCES:** Available upon request.

**ISABEL PEREZ**

Ca 94591 lperez@sfgoodwill.org

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**CRIMINAL JUSTICE SPECIALIST /CAREER ADVISOR**

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**QUALIFICATIONS**

Determined, hard working and well organized. Provide career advising and specialized case management for Back on Track participants. Some duties include, weekly evaluations and progress reports documenting client progress to Superior Court, how to conduct an initial intake and assessment of the client, monitoring services that clients were referred to (community services sites), submit monthly reports and manage on-going master lists.

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**EMPLOYMENT HISTORY**

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**Criminal Justice Specialist**, Goodwill Industries, San Francisco, CA 4/ 2008 – Present  
Data entry, filing, organizing monthly meetings & keeping attendance, attending Community Based Organization (CBO) meetings while developing relationships with outside partners for the program, assist participants in developing Personal Responsibility Plans, composing participants data for monthly reports, weekly case conferencing meetings with BOT and DA staff, mock interviewing, assisting with client in-office check ins, making referrals to outside services, making referrals to internal services, Documenting participants' progress and maintain appropriate documentation in files & case notes, attend monthly meetings to assist all staff & participants.

**Martial Arts Head Instructor**, Ray Delgado's Karate, Vallejo, CA 8/ 2001 – 4/ 2008  
Customer Service; retail, stocking / inventory, enrollment  
Clerical Work; filing, data entry, composing school information, faxing / copying / e-mailing  
Organizing school events; Class graduations, international martial arts tournaments, fundraisers, community service events.

**Pharmacy Technician**, Longs Drug Store, San Ramon, CA 1/ 2004 – 3/ 2004  
Customer service; retail, filing, inventory of controlled substances, drug interaction data entry, monitoring client medication intake.

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**EDUCATION**

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- |   |  |
|---|--|
| - City College of San Francisco             | - Criminal Justice Major – in Progress |
| - Continuing education through Martial Arts | - 2 <sup>nd</sup> Degree Black Belt    |
| - Pharmacy Technician Institute             | - Pharmacy Tech. License               |
| - Dr. James J. Hogan High School            | - High School Diploma                  |

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**SKILLS**

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Proficient in; Microsoft Word / Excel / Metsys / Outlook

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**REFERENCES**

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Available Upon Request

## ROSALINDA DE LA ROSA

San Francisco, CA 94110 ♦ [REDACTED] ♦ [REDACTED]

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### CAREER ADVISOR

Case management specialist with over 10 years' experience in program management, intake and assessments, career exploration and planning, workshop curriculum development and delivery. Led workshops to prepare clients for careers, college and independent living. Excel at outreach, speaking and writing, and building relationships with community organizations. Current Red Cross first aid/CPR certification as of March 17, 2010.

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### PROFESSIONAL EXPERIENCE

#### EMPLOYMENT SPECIALIST, Back on Track Program

Goodwill Industries of San Francisco, San Mateo and Marin, San Francisco, CA (2008–Present)

- ♦ Support clients with multiple barriers to employment with job readiness needs (caseload of 20-30 clients)
- ♦ Meet weekly with clients to support them in executing individual career and educational development plans
- ♦ Document all interactions and meetings with clients in organizational database

#### COORDINATOR, Mayor's Youth Empowerment and Education Program (MYEEP)

Horizons Unlimited, San Francisco, CA (2006–2008)

- ♦ Participated in curriculum development committee and worksite/private sector committee
- ♦ Collaborated with other MYEEP coordinators on weekly basis and with other programs at Horizons

#### SIGNIFICANT ACCOMPLISHMENTS:

- ♦ Developed pre-employment workshop for up to 40 youth at a time prior to placement
- ♦ Case managed and placed 120 youth at worksites in Mission District for Fall and Summer session
- ♦ Supervised and trained 3 program assistants on daily basis for Fall and Summer session

#### ELEMENTARY STUDENT ADVISOR

San Francisco Unified School District ( Bryant Elementary & Leonard R Flynn Elementary), San Francisco, CA (2001–2006)

- ♦ Case managed and tracked 20-40 truant students; set up attendance incentive plan
- ♦ Counseled students with behavior or emotional issues; communicated with parents regarding attendance
- ♦ Participated in Student Success Team meetings to advocate for students' needs and referrals

#### SIGNIFICANT ACCOMPLISHMENTS:

- ♦ Developed filing system to track behavior and attendance issues/progress
- ♦ Supported school staff with events, fundraisers, maintenance of bulletin boards and all recess supervision

#### AFTER-SCHOOL/SUMMER COORDINATOR

Mission Neighborhood Centers, San Francisco, CA (1996–2001)

- ♦ Supervised and scheduled 3 adult staff and 3-5 teen staff
- ♦ Oversaw client intakes; set up and scheduled after-school tutorial and recreation activities
- ♦ Planned daily summer activities and weekly field trips for 40-80 students; provided referrals as needed
- ♦ Maintained yearly staff salary and program budget; submitted monthly progress reports of programs

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### EDUCATION

City College of San Francisco ♦ General Education ♦ 2004-Present

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*"Rosalinda has a real affinity for teens and young adults. For someone as young as she is, she has racked up a lot of experience. I trained and, for a short time, supervised her in the Back on Track program and I can say that she earned my respect and the respect of her clients with her no-nonsense approach, encouragement and compassion. She has great program management and organizational skills and is well-versed at forging ties with other professionals."*

Maureen Nelson, M.A., GCDF, CPRW  
Manager, WIA, Adult Career Services, Oakland Private Industry Council

## **Tasheena Fullilove**

San Francisco, CA • [REDACTED] • [REDACTED]

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Intelligent, reliable and friendly customer support professional with substantial experience serving the public and organizations. Outstanding skills in phone support, research, data entry and written communication. Accustomed to working in fast-paced environments. Able to think quickly and successfully handle difficult customers. Excellent interpersonal skills in both supervisory and support staff roles. Computer literate. Enjoy serving as a resource to others.

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### **RELEVANT WORK HISTORY**

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#### **Criminal Justice Administrative Assist, Goodwill Industries, San Francisco CA (January 2007-Present)**

- Entered clients information in Metsys database and reviewed to ensure accuracy
- Complete staff correspondence with District Attorney's Office and other supportive services staff for client referrals
- Answered and took messages for daily client check in
- Assisted department manager with setting up weekly and monthly meetings

#### **Administrative Assistant, Goodwill Industries San Francisco, CA, (November 2006-January 2007)**

- Answered phones and directed calls to the appropriate staff and departments
- Assisted in training new employees on front office activities
- Responsible for photocopying and faxing staff documentation
- Filed and other office duties as requested by office manager

#### **Lockbox Representative, Bank of America, San Francisco, CA (June 2006-November 2006)**

- Sorted and processed bank mail to be distributed throughout bank offices
- Proof read entered checks for the Department of Parking and Traffic

#### **Retail Sales Clerk, Goodwill Industries, San Francisco, CA (December 2005-June 2006)**

- Greeted and assisted customers in finding or selecting items for purchasing
  - Handle all point of sales transactions for customers with use of cash register and ATM/Credit Machines.
  - Resolved customer complaints in a timely manner
  - Obtained customer information and entered documentation into database
  - Collected employee timesheets and distributed payroll to transitional employees
  - Sent faxes and other correspondence as requested from staff
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### **EDUCATION**

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#### **2005 Balboa High School**

High School Diploma Awarded, San Francisco CA



**Internal Revenue Service**

**Department of the Treasury**

District  
Director

Box 36001 Mail Stop SF-4-4-46  
450 Golden Gate Ave  
San Francisco, CA 94102

Goodwill Industries of  
San Francisco, San Mateo, &  
Marin Counties, Inc.  
2150 Army Street  
San Francisco, CA 94124

**Person to Contact:**

Desk Officer

Telephone Number:

(415) 556-0338

Refer Reply to: EP/EO:EOB:6

**Employer Identification Number:**

94-1156540

**Date:**

December 3, 1990

This is in response to your request for verification of the tax exempt status of your organization.

A determination or ruling letter issued to an organization granting exemption under the Internal Revenue Code of 1986 or under a prior or subsequent Revenue Act remains in effect until exempt status has been terminated, revoked, or modified.

Our records indicate that there has been no change in your organization's exempt status.

Sincerely yours,



Michael J. Quinn  
District Director

**Name of the organization:**

Goodwill Industries of San Francisco, San Mateo, & Marin Counties, Inc.

**Date of exemption letter:**

April 1, 1935

Exemption granted pursuant to section 501(c)(3) of the Internal Revenue Code of 1986 or its predecessor Code section.

**Foundation classification (if applicable):**

509(a) (2)

GOODWILL INDUSTRIES of SF  
BACK ON TRACK PROGRAM  
Budget for FY 10-11 (July 1, 2010 - June 30, 2011)

	<u>Total Year</u>
Variable Costs	
Wages	312,537.44
1) Director, Carlos Serrano-Quan (.5 Program FTE)	
2) Manager, Joanna Hernandez (1 Program FTE)	
3) Criminal Justice Specialist, Dario Sanchez (1 Program FTE)	
4) Criminal Justice Specialist, Isabel Perez (1 Program FTE)	
5) Criminal Justice Specialist, Sonia Worley (1 Program FTE)	
6) Employment Specialist, Marie-Claire Bolea (1 Program FTE)	
7) Administrative Assistant, Tasheen Fullilove (1 Program FTE)	
Payroll Taxes	26,838.58
Benefits	40,559.42
Total Payroll Expense	379,935.44
Non-Payroll Variable Costs	
Staff Training Fees	1,239.96
Direct Clients Service Fees	8,855.00
Supplies : Office	4,090.04
Foods & Beverage	1,200.00
Telephone & Communications	1,200.00
Local Travel/Bridge Toll/Parking/Mileage	4,529.00
Total Non-Payroll Variable Expense	21,114.00
Fixed Costs	
Building Rents	13,200.00 *
CAM Charges	183.42
Property Repairs & Maintenance	3,070.00
General Liability Insurance	291.64
Total Fixed Costs	16,745.06
Total Expenses	417,794.50

## Other/Organizational Resources

Contract Period	Contractor	Contract Amount	Est. Remainder as of 10/31/10	Comments
9/1/09-10/31/10	City and County of San Francisco Office of the District Attorney	\$206,598	\$0	Contract expires 10/31/10. Contract has covered portions of BOT staff members 1-7 throughout the contract, as well as some operational and programmatic costs.
9/1/09-12/31/10	U.S. Department of Justice/Office of Justice Programs		\$17,500	Contract expires 12/31/10, without renewal. Contract covers portions of BOT staff members 1-3, 5 as well as some operational and programmatic costs.
7/1/10-6/30/10	Family Services Agency (Department of Children, Youth & their Families Subcontract)	\$94,685	\$68,285	Contract runs in tandem with possible SFDA contract. Covers portions of BOT staff members 1, 2, 4, 5, 7 as well as some operational and programmatic costs.
7/1/10-6/30/11	Goodwill Internal Budget & Resources	\$168,000	\$112,000	

Total funding for 11/1/10 through 6/30/11 \$197,785

Projected Deficit (\$220,010)

\*BOT will move to Goodwill's soon-to-be renovated headquarters location at 1500 Mission during December 2010. BOT will no longer incur rent and building expenses after the move.

# BACK ON TRACK - RFP Bidders Conf - 9/8/10

Name	Agency	email
Joel Streicker	CARECEN	joe@carecensf.org
Carlos Serrano-Guan	Goodwill	csquan@stgoodwill.org

BACK ON TRACK - 845 Bldg 202 - 9/19/10

10/19/10

10/19/10

10/19/10